Thanks for the records. When you are finished with them I'd like to get it for a few days

18 January 1967

NOTE FOR: Carl

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1. You will recall that I recently talked to a group of psychologists who comprise a panel of Agency consultants sponsored by [redacted] I commented on the basic differences between scientists and engineers, and the implications with regard to recruiting, etc. [redacted] suggested that Norman W. Storer's book "Social System of Science" would be very interesting. I have given it a rapid reading - and indeed it is very interesting. At the risk of giving a distorted picture, I've chosen a few excerpts which you may find especially interesting because they are basic to several situations involving the Directorate and the Agency.

2. Storer claims that scientists attach a surprising importance to priority in the announcement of discovery. His explanation for this is that the primary reward the scientist is seeking is dependent upon this priority. This reward must be public and permanent to be really satisfactory. On page 20 he presents the explanation for what we would regard as "a NIH" factor and discusses types of suitable awards on page 26. A particularly coveted award, for example, is the eponym, i.e., the association of the discoverer's name with the discovery such as Smith's Law or Gordon's Rule, etc.

3. Another interesting Storer proposition is that the principal reason the individual becomes a scientist is because of an intrinsic desire to be creative; this is basic to the social structure in which the scientist works.

4. On page 85 Storer explains that the fact of recognition is more valuable than the reasons for recognition.

5. Professional comment or recognition from his scientific colleagues is the primary award mechanism which the scientist seeks. This requires that his work be of interest to his colleagues, otherwise they will not comment, etc. Storer discusses this on page 89. An implication for this when we hire a scientist is that he really wants to work on items of interest to his community - and that is not the intelligence community, and he is further denied meaningful rewards while in our environment because he is generally prohibited from publishing in the manner which is consistent with

the norms of his social structure.

6. The "great man" influence on other scientists is discussed on page 104.

7. The second class position of applied science and applied scientists in the eyes of the basic researcher is discussed on page 108. The fundamental problem here is that the applied scientist cannot live within the social system of science for several reasons, e. g., the customer for his work is not the scientific community; his work in general would not be in a field which would result in comment by scientists; and he would not be engaged in activities which would prepare him to comment on the work of other scientists.

8. The response to criticism and the desire to establish "truth" are discussed on pages 117 and 121, and the devices by which commenters (or management for that matter) can make critical comment without offending sensitive scientists are discussed on page 125.

9. All in all, a splendid book and a real eye opener to some fundamentals in dealing with the pure scientist. Incidentally, it completely disqualifies any scientist (as defined by Storer this means the guy whose interest is in only basic research) as a candidate for DD/S&T.

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